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1989
National Hospice Personnel Compensation Study

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FOREWORD

The 1989 National Hospice Personnel Study is the second survey of hospice personnel compensation and benefits conducted by the National Hospice Organization. This report is the most comprehensive data available on existing compensation practices in hospices of all types and sizes in the United States.

The survey was undertaken as part of a larger study, the 1989 National Hospice Census, which is an annual, comprehensive survey of hospice programs and palliative care centers in the United States. Results of this study include useable responses from 791 hospice programs, reporting salary levels on twenty different positions in hospice programs.

The survey was designed to assist hospice program executives in salary negotiations and to establish competitive salary ranges for hospice staff. The responses were analyzed in several different ways to allow comparison of compensation levels in similar hospices.

NHO gratefully acknowledges its provider members and other hospices who shared their time to participate in this study.

Ira J. Bates, Ph.D, M.P.H.
Director, National Hospice Census

INTRODUCTION

The objective of this study was to describe current levels of compensation for full-time employed hospice personnel on a comprehensive, national basis. Compensation data are reported for twenty positions in hospice by type of program, budget size and geographic region in the United States. Data reported are current as of January 1, 1989, or as close to that date as possible.

Survey Sample

The survey was conducted as a separate component of a larger study, the 1989 National Hospice Census, an annual census of hospice programs in the United States. In this census, we identified and located approximately 1683 potential hospice programs. Each program was mailed a salary survey instrument (see Appendix 1). There were 791 programs that returned a separate questionnaire reporting their compensation data. Of these responses, data for the final analysis included only full-time employees. An analysis of census data included approximately 1,594 hospices in the United States, (1405 operating hospices and 189 palliative care centers, support programs, and developing hospice programs). Using the census number (N = 1,594) as a base, the response rate was 49.9 percent. Characteristics of the sample that correspond to the census data are as follows:

Characteristic	1989 National Hospice Census	Hospice Compensation Survey Participant
Program Type		
Medicare Certification	47.7%	48.9%
Non-Medicare Certification	52.3%	51.1%
Program Size (Number of Patients Served)		
1 - 30	20.7%	34.0%
30 - 60	16.2%	19.2%
60 - 120	15.2%	18.8%
120 - 180	8.5%	11.5%
Not reported	39.4%	16.3%
1989 Census data	Median = 96 patients Mean = 110 patients	
Budget Size (Dollars of Revenue)		
$ 0 - 49,999	*	18.5%
$ 50,000 - 99,999	*	11.5%
$ 100,000 - 199,999	*	10.5%
$ 200,000 - 499,999	*	14.1%
$ 500,000 - 999,999	*	8.8%
$ 1,000,000 - 1,499,999	*	3.3%
$ 1,500,000 +	*	1.5%
Not reported	*	29.9%

(*) No budget information available from 1989 Census data.

Methodology

Twenty positions were defined in the questionnaire. These included the chief paid executive, the heads of various hospice departments as well as hospice interdisciplinary team members. Respondents were asked to report current salaries for both full-time and part-time positions. Definitions of each position were included. If the duties of a particular position were combined with another position, respondents were asked to assign salary to the predominating position.

Data analysis was limited to hospices reporting positions for full-time personnel, defined as persons employed more than 35 hours per week for 52 weeks per year. Part-time positions were excluded from the study.

Average compensation was calculated for each of twenty positions by Medicare certification, geographic region and budget levels. Median compensation was calculated for Medicare certification, total programs and by geographic region. If the number of responses was less than three per category, they were not reported. However, they were used in the computation of the total mean and median compensation for that position.

Geographic Regions Defined

The geographic regions in this study are regions defined by the National Hospice Organization bylaws and contain the following areas:

Region I:	Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, and Connecticut
Region II:	Pennsylvania, New Jersey, New York, Delaware, Maryland, and District of Columbia
Region III:	Florida, Georgia, North Carolina, South Carolina, Virginia, West Virginia, and Puerto Rico
Region IV:	Illinois, Indiana, Michigan, Ohio, and Wisconsin
Region V:	Alabama, Kentucky, Louisiana, Tennessee, and Mississippi
Region VI:	Iowa, Minnesota, North Dakota, South Dakota, and Nebraska
Region VII:	Arkansas, Kansas, Missouri, Oklahoma, and Texas
Region VIII:	Colorado, New Mexico, Utah, and Wyoming
Region IX:	Alaska, Idaho, Montana, Oregon, and Washington
Region X:	Arizona, California, Nevada, Hawaii, Guam, and American Samoa

Definition of Terms Used

Compensation: Current total, annual salary payments to employee.

Benefits: The percent of hospice programs reporting that they provide a specific benefit to their employees.

Mean: The average compensation is the sum of all salaries reported for the position divided by the number of respondents reported.

Median: The median compensation is computed by ordering the salaries reported from lowest to highest values and determining the figure where one half of the results were above and one half of the results fall below.

Medicare Certified: Hospice programs that have received a designation by the Health Care Finance Administration as a provider of hospice services to Medicare Beneficiaries.

Non-Medicare Certified: Hospice programs that have not received Medicare certification.

Size of Budget: The yearly amount of the budget reported by the hospice program.

Range of Compensation: The lowest to highest values reported by hospice programs as compensation for each position.

Format of the Report

The results of this survey are presented in four sections.

Section I is composed of compensation data for the chief executive of hospice programs. The position of executive director is reported for hospice programs with an independent board of directors. The position of program director is reported for those hospice programs that operate as a subsidiary of a hospital, home health agency or other corporation. Tables 1 through 6 present this data.

Section II includes data on departmental head personnel most commonly found in hospice programs. Reported are compensation for: Director of Volunteers, Director of Social Services, Director of Education, Director of Bereavement, Director of Nursing, Director of Home Care Services, Director of Inpatient Services, Medical Director, Director of Development and Director of Marketing. Tables 7 through 33 show this data.

Section III consists of compensation data for hospice interdisciplinary team members. These include the following: Hospice Patient Care Coordinator, Home Care Nurse, RN, Home Care Nurse, LPN, Inpatient Care Nurse, RN, Inpatient Care Nurse, LPN, Chaplain, Social Worker, and Hospice Physician. Tables 34 through 60 display this data.

Section IV is composed of fringe benefits paid to employees including: incentive or bonus plans, health insurance for employees, health insurance for dependents, disability insurance, life insurance, retirement plans and tax sheltered annunities.

Trends in Compensation

The following is a list of positions in hospice with a comparison with 1987, the year of the first compensation study.

	MEDICARE			NON-MEDICARE		
Position	1987	1989	%	1987	1989	%
Executive Dir	30,000	35,910	20	22,100	28,302	28
Program Dir	29,500	33,041	12	24,400	30,453	25
Dir of Volunteers	17,200	21,070	23	15,800	19,542	24
Dir of Social Servs	22,300	24,611	10	22,200	28,861	30
Dir of Education	20,200	24,518	21	28,500	24,518	-14
Dir of Bereavement	19,200	22,558	17	16,400	19,478	19
Dir of Nursing	25,000	27,784	11	22,300	32,450	46
Dir Home Care Servs	24,000	30,194	26	27,800	34,816	25
Dir Inpatient Servs	24,700	28,305	15	32,100	23,000	-28
Medical Director	26,500*	62,800	137	20,700		
Pt. Care Coor.	24,800	28,211	14	21,300	27,722	30
Home Care RN	24,400	24,748	1	21,000	26,784	28
Home Care LPN	15,800	18,019	14	16,100	21,817	36
Inpatient RN	21,700	26,684	23	23,400	29,503	26
Inpatient LPN	16,000	17,696	11	16,600	16,640	0
Chaplain	17,800	24,088	35	17,500	26,220	50
Social Worker	19,600	22,878	17	19,600	24,046	23

* Includes part-time positions

For Directors of hospice, salaries rose 20-28 percent since 1987. The mean salary of the Executive Director of a Medicare-certified program was $35,910 per year, with an upper range to $80,000. The median salary was $35,000. For non-certified programs, the salary was $28,302, a difference of $7,608. Executives of hospices from a Medicare-certified program with a budget of $1.0 to 1.5 million are paid an average salary of $43,882. For those executives with budgets of greater than 1.5 million, the salary was $49,693.

Program Directors of hospices had increases of 12-25 percent per year, with an average salary of $33,041 for Medicare-certified programs and $30,453 for non-certified hospices. The median salary of a Medicare-certified Program Director was $33,500, with a top salary of $45,000. By size of budget, Program Directors with budgets of 1.0 to 1.5 million received compensation of an average $31,592. For programs with a budget of $1.5 million or larger, the mean was $37,444.

Directors of Volunteers saw salaries increase 23-24 percent per year, with the mean salary changing from $17,200 in 1987 to 21,070 in 1989 for Medicare-certified hospices. Non-certified programs experienced similar increases, with shifts from $15,800 to $19,542 in 1989. Overall compensation ranged upward to $37,440.

For Patient Care Coordinators mean compensation rose 14-30 percent, from $24,800 to $28,211 for Medicare-certified hospices. Among non-certified programs, the increase was even higher at 15 percent, from $21,300 to $27,722. The top salary was $40,000.

Directors of Bereavement earned 17-19 percent more, from $19,200 in 1987 to $22,558 in 1989 for Medicare-certified programs. For non-certified programs, the increase was from $16,400 to $19,478.

Chaplains' salaries in Medicare-certified hospice programs rose from $17,800 to $24,088, a 35 percent change. Among non-certified programs, the rate was even higher at 50 percent, from $19,600 to $24,046. Top salary reported was $42,900.

Overall, nursing salaries experienced smaller increases than other positions in hospice. Specifically, the home care nurse salary rose 1 percent, from $24,400 to $24,748 in Medicare-certified programs. For non-certified programs, the increase was significantly higher at 28 percent, however the actual increase was from $21,817 to $26,784.

Section I: Compensation of Chief Paid Executives

Compensation of Executive Directors for Hospice Programs

Compensation of Program Directors for Hospice Programs

Table 1

Compensation by Type of Program by Region

Position: Executive Director of Hospice Program

	Medicare Certified Hospices				Non-Medicare Certified Hospices			
Region	#	Mean	Median	High	#	Mean	Median	High
Region I	11	$45,157	$44,000	$72,800	3	$23,153		$24,960
Region II	29	$38,332	$36,000	$60,000	11	$30,864	$30,000	$45,006
Region III	53	$35,081	$30,900	$75,000	12	$25,977	$22,880	$37,440
Region IV	35	$34,497	$34,517	$80,000	20	$29,474	$30,000	$47,840
Region V	20	$31,018	$29,500	$55,000	5	$22,776	$24,000	$28,000
Region VI	7	$33,041	$30,513	$39,000	3	$15,107		$22,880
Region VII	17	$33,388	$35,000	$51,500	16	$30,080	$28,800	$55,000
Region VIII	6	$34,560	$36,000	$40,450	4	$31,495	$33,280	$43,498
Region IX	4	$33,035	$32,140	$41,000	5	$25,200	$27,000	$30,000
Region X	17	$41,896	$40,118	$55,000	14	$30,678	$33,000	$40,000
All Regions	199	$35,910			93	$28,302		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	14	$40,442	$42,850	$72,800
Region II	40	$36,278	$34,200	$60,000
Region III	65	$33,400	$30,000	$75,000
Region IV	55	$32,670	$32,500	$80,000
Region V	25	$29,369	$28,000	$55,000
Region VI	10	$27,661	$30,000	$39,000
Region VII	33	$31,784	$30,000	$55,000
Region VIII	10	$33,334	$35,030	$43,498
Region IX	9	$28,682	$29,000	$41,000
Region X	31	$36,830	$35,800	$55,000
All Regions	292	$33,487		

(#) Number of hospices that responded to the survey.

Table 2

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Executive Director of Hospice Program

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$36,030	$40,000	$51,250	$55,000
Region II	$43,000	$25,520	$27,000	$31,050	$38,765	$44,100	$39,272
Region III		$25,450	$28,626	$29,654	$32,025	$40,657	$51,600
Region IV		$27,000	$29,808	$33,507	$33,016	$42,840	$59,000
Region V	$22,150		$25,062	$32,101	$35,669		$51,500
Region VI	$34,500	$29,120		$32,500	$30,513	$37,656	
Region VII			$20,680	$33,666	$37,593	$45,750	$39,000
Region VIII				$32,075	$40,450		$38,762
Region IX				$30,380	$41,000		
Region X	$35,800		$33,856	$36,871	$41,308	$55,000	$50,223
All Regions	$32,061	$26,343	$27,942	$31,853	$36,586	$43,882	$49,693
	(N=6)	(N=6)	(N=30)	(N=51)	(N=37)	(N=21)	(N=19)

Table 3

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Executive Director of Hospice Program

	Size of Budget						
Region	$25,000 $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I	$21,500	$23,000		$24,960			
Region II		$24,500	$45,006	$34,750			
Region III	$19,425	$24,794	$34,300	$15,900			
Region IV	$22,850	$32,265	$29,445	$25,950	$32,000		$47,840
Region V	$16,400	$25,480	$24,000				
Region VI		$22,880					
Region VII	$26,238	$27,200	$25,000	$40,000	$35,000		
Region VIII	$24,200	$33,280			$25,000		$43,498
Region IX		$30,000	$27,300				
Region X	$19,900	$20,000	$29,650	$35,000		$38,500	
All Regions	$22,339	$26,778	$29,614	$32,058	$31,000	$38,500	$45,669
	(N=11)	(N=20)	(N=13)	(N=13)	(N=4)	(N=2)	(N=2)

Table 4

Compensation by Type of Program by Region

Position: Program Director of Hospice Program

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	2	$33,000		$36,000	8	$31,170	$27,300	$47,341
Region II	14	$35,130	$34,000	$45,000	6	$30,790	$28,500	$40,500
Region III	13	$32,251	$33,500	$40,000	11	$25,991	$27,000	$31,000
Region IV	19	$31,472	$30,519	$42,900	7	$33,920	$32,240	$40,000
Region V	6	$29,327	$28,000	$41,600	3	$28,000		$32,000
Region VI	10	$32,299	$33,280	$39,988	6	$29,433	$34,000	$44,000
Region VII	9	$32,833	$36,000	$40,000	4	$27,550	$31,200	$32,000
Region VIII	1	$29,120		$29,120	0	$0		$0
Region IX	5	$29,290	$28,512	$44,200	1	$31,200		$31,200
Region X	7	$42,346	$41,784	$45,000	9	$35,054	$35,360	$49,920
All Regions	86	$33,041			55	$30,453		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	10	$31,536	$30,000	$47,341
Region II	20	$33,828	$33,966	$45,000
Region III	24	$29,382	$29,900	$40,000
Region IV	26	$32,131	$31,824	$42,900
Region V	9	$28,884	$26,000	$41,600
Region VI	16	$31,224	$33,280	$44,000
Region VII	13	$31,208	$31,200	$40,000
Region VIII	1	$29,120		$29,120
Region IX	6	$29,609	$31,200	$44,200
Region X	16	$38,245	$39,700	$49,920
All Regions	141	$32,031		

(#) Number of hospices that responded to the survey.

Table 5

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Program Director of Hospice Program

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$30,000	$36,000		
Region II		$30,000		$35,500	$38,833	$33,833	$45,000
Region III	$24,000			$33,020	$38,500	$30,886	$36,042
Region IV		$30,640	$34,068	$34,594	$27,005		$40,000
Region V		$34,200		$23,400			
Region VI	$24,500	$35,000	$39,988	$27,480	$37,440		$38,600
Region VII				$39,500	$33,666	$27,000	$21,500
Region VIII					$29,120		
Region IX	$33,280		$20,230				
Region X				$38,667	$41,784		$43,290
All Regions	$27,260	$32,697	$30,442	$33,250	$33,890	$31,594	$37,444
	(N=3)	(N=7)	(N=6)	(N=13)	(N=15)	(N=7)	(N=11)

Table 6

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Program Director of Hospice Program

	Size of Budget						
Region	$25,000 $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or more
Region I	$25,000	$24,713		$22,880			
Region II				$34,500			
Region III		$19,500		$28,558			
Region IV							
Region V							
Region VI	$24,000		$30,000	$39,498			
Region VII		$27,000			$32,000		
Region VIII							
Region IX			$31,200				
Region X	$20,000	$39,960	$35,360				
All Regions	$23,000	$28,651	$32,186	$32,570	$32,000		
	(N=3)	(N=7)	(N=3)	(N=7)	(N=1)	(N=0)	(N=0)

Section II: Compensation of Department Head Personnel

Compensation of Director of Volunteers

Compensation of Director of Social Services

Compensation of Director of Education

Compensation of Director of Bereavement

Compensation of Director of Nursing

Compensation of Director of Home Care Services

Compensation of Director of Inpatient Services

Compensation of Medical Director

Compensation of Director of Development

Compensation of Director of Marketing

Table 7

Compensation by Type of Program by Region

Position: Director of Volunteers

Medicare Certified Hospices					Non-Medicare Certified Hospices			
Region	#	Mean	Median	High	#	Mean	Median	High
Region I	0	$0		$0	2	$22,401		$28,226
Region II	19	$23,865	$21,800	$35,000	5	$22,029	$20,800	$28,000
Region III	31	$19,729	$19,000	$35,000	3	$16,567		$18,720
Region IV	15	$20,049	$20,000	$28,582	5	$16,157	$18,000	$23,310
Region V	7	$20,447	$18,054	$34,070	0	$0		$0
Region VI	4	$17,462	$19,000	$20,000	0	$0		$0
Region VII	9	$19,005	$19,500	$23,391	6	$17,707	$20,000	$27,040
Region VIII	3	$23,062	$22,412	$25,950	1	$22,412		$22,412
Region IX	2	$17,800		$20,000	0	$0		$0
Region X	10	$25,246	$25,038	$37,440	4	$23,503	$20,800	$30,212
All Regions	100	$21,070			26	$19,542		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	2	$22,401		$28,226
Region II	24	$23,482	$21,800	$35,000
Region III	34	$19,450	$19,000	$35,000
Region IV	20	$19,076	$19,474	$28,582
Region V	7	$20,447	$18,054	$34,070
Region VI	4	$17,462	$19,000	$20,000
Region VII	15	$18,486	$19,500	$27,040
Region VIII	4	$22,900	$22,412	$25,950
Region IX	2	$17,800		$20,000
Region X	14	$24,748	$24,948	$37,440
All Regions	126	$20,755		

(#) Number of hospices that responded to the survey.

Table 8

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Volunteers

	Size of Budget						
Region	$25,000 $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II		$13,500	$18,000	$19,250	$27,175	$25,652	$22,496
Region III				$14,800	$17,004	$20,645	$21,907
Region IV			$20,080	$18,419	$18,668	$14,000	$28,000
Region V				$17,501	$22,708		$20,000
Region VI	$15,200			$19,500		$15,648	
Region VII				$15,808	$19,636	$21,424	$16,000
Region VIII					$25,950		$21,237
Region IX				$15,600	$20,000		
Region X			$22,880		$20,952	$24,948	$31,239
All Regions	$15,200	$13,500	$20,320	$17,073	$20,582	$21,800	$22,770
	(N=1)	(N=1)	(N=3)	(N=16)	(N=30)	(N=16)	(N=18)

Table 9

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Volunteers

	Size of Budget						
Region	$25,000 $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I		$16,575					
Region II		$16,572	$25,012	$24,400			
Region III							
Region IV		$8,999	$23,310				
Region V							
Region VI							
Region VII	$8,320	$20,000	$16,000				$22,412
Region VIII							
Region IX							
Region X			$18,000	$25,000			
All Regions	$8,320	$15,536	$20,580	$24,600			$22,412
	(N=1)	(N=4)	(N=4)	(N=3)			(N=1)

Table 10

Compensation by Type of Program by Region

Position: Director of Social Services

Medicare Certified Hospices					Non-Medicare Certified Hospices			
Region	#	Mean	Median	High	#	Mean	Median	High
Region I	2	$28,808		$31,200	1	$42,453		$42,453
Region II	15	$26,480	$27,000	$35,159	0	$0		$0
Region III	22	$23,664	$24,700	$29,040	1	$21,900		$21,900
Region IV	12	$23,470	$24,150	$27,500	3	$29,184		$33,312
Region V	5	$24,465	$23,998	$34,070	0	$0		$0
Region VI	1	$23,880		$23,880	0	$0		$0
Region VII	12	$21,860	$21,000	$30,318	2	$25,060		$29,120
Region VIII	3	$24,522		$28,811	0	$0		$0
Region IX	3	$21,421		$22,400	0	$0		$0
Region X	6	$31,687	$33,400	$36,000	0	$0		$0
All Regions	81	$24,611			7	$28,861		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	3	$33,356		$42,453
Region II	15	$26,480	$27,000	$35,159
Region III	23	$23,587	$24,000	$29,040
Region IV	15	$24,612	$24,150	$33,312
Region V	5	$24,465	$23,998	$34,070
Region VI	1	$23,880		$23,880
Region VII	14	$22,317	$21,000	$30,318
Region VIII	3	$24,522		$28,811
Region IX	3	$21,421		$22,400
Region X	6	$31,687	$33,400	$36,000
All Regions	88	$24,949		

(#) Number of hospices that responded to the survey.

Table 11

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Social Services

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$31,200			$26,416
Region II		$23,000	$20,000		$23,583	$27,697	$27,854
Region III		$26,125	$21,393	$21,048	$24,960	$22,000	$25,751
Region IV				$25,618	$22,594	$21,000	
Region V			$16,390	$23,998	$27,518		$26,900
Region VI						$23,880	
Region VII		$30,000		$22,878	$24,622	$17,910	$19,500
Region VIII				$22,378			$28,811
Region IX			$20,862	$21,000	$22,400		
Region X	$29,760		$22,000		$35,784		$33,176
All Regions	$29,760	$26,375	$20,490	$23,370	$24,497	$23,548	$26,483
	(N=1)	(N=3)	(N=7)	(N=17)	(N=18)	(N=10)	(N=14)

Table 12

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Social Services

	Size of Budget						
Region	$0 to $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV	$32,240						
Region V							
Region VI							
Region VII		$21,000					
Region VIII							
Region IX							
Region X							
All Regions	$32,240	$21,000					
	(N=1)	(N=1)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)

Table 13

Compensation by Type of Program by Region

Position: Director of Education

Medicare Certified Hospices

Region	#	Mean	Median	High	#	Mean	Median	High
Region I	0	$0		$0	1	$20,800		$20,800
Region II	4	$25,616	$27,664	$30,300	0	$0		$0
Region III	4	$19,803	$20,000	$32,552	0	$0		$0
Region IV	1	$23,000		$23,000	0	$0		$0
Region V	0	$0		$0	0	$0		$0
Region VI	0	$0		$0	0	$0		$0
Region VII	3	$20,630		$25,390	0	$0		$0
Region VIII	0	$0		$0	1	$28,236		$28,236
Region IX	0	$0		$0	0	$0		$0
Region X	1	$39,260		$39,260	0	$0		$0
All Regions	13	$23,525			2	$24,518		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	1	$20,800		$20,800
Region II	4	$25,616	$27,664	$30,300
Region III	4	$19,803	$20,000	$32,552
Region IV	1	$23,000		$23,000
Region V	0	$0		$0
Region VI	0	$0		$0
Region VII	3	$20,630		$25,390
Region VIII	1	$28,236		$28,236
Region IX	0	$0		$0
Region X	1	$39,260		$39,260
All Regions	15	$23,657		

(#) Number of hospices that responded to the survey.

Table 14

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Education

Region	Size of Budget $0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II					$22,000	$22,500	
Region III				$8,160		$20,000	$25,526
Region IV						$23,000	
Region V							
Region VI							
Region VII					$23,000	$25,390	$13,500
Region VIII							
Region IX							
Region X							$39,260
All Regions				$8,160	$22,500	$22,722	$25,953
	(N=0)	(N=0)	(N=0)	(N=1)	(N=2)	(N=4)	(N=4)

Table 15

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Education

Region	Size of Budget $0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$20,800			
Region II							
Region III							
Region IV							
Region V							
Region VI							
Region VII							
Region VIII							$28,236
Region IX							
Region X							
All Regions				$20,800			$28,236
	(N=0)	(N=0)	(N=0)	(N=1)	(N=0)	(N=0)	(N=1)

Table 16

Compensation by Type of Program by Region

Position: Director of Bereavement

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	1	$29,900		$29,900	0	$0		$0
Region II	5	$25,004	$25,600	$34,320	1	$13,608		$13,608
Region III	19	$20,479	$20,800	$28,000	1	$16,000		$16,000
Region IV	7	$22,076	$20,155	$29,000	0	$0		$0
Region V	4	$22,723	$21,100	$34,070	0	$0		$0
Region VI	3	$20,416		$24,000	0	$0		$0
Region VII	5	$23,899	$25,994	$28,000	2	$23,390		$23,900
Region VIII	3	$27,475		$34,000	0	$0		$0
Region IX	1	$17,500		$17,500	1	$21,000		$21,000
Region X	2	$28,886		$30,004	0	$0		$0
All Regions	50	$22,558			5	$19,478		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	1	$29,900		$29,900
Region II	6	$23,105	$23,600	$34,320
Region III	20	$20,255	$20,800	$28,000
Region IV	7	$22,076	$20,155	$29,000
Region V	4	$22,723	$21,100	$34,070
Region VI	3	$20,416		$24,000
Region VII	7	$23,753	$23,900	$28,000
Region VIII	3	$27,475		$34,000
Region IX	2	$19,250		$21,000
Region X	2	$28,886		$30,004
All Regions	55	$22,278		

(#) Number of hospices that responded to the survey.

Table 17

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Bereavement

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I						$29,900	
Region II						$23,500	$18,000
Region III			$19,448	$14,037	$20,433	$21,959	$21,667
Region IV			$19,500	$29,000	$21,788		
Region V			$21,100		$26,395		$17,000
Region VI				$21,360		$18,528	
Region VII					$28,000	$23,997	$16,000
Region VIII					$24,960		$23,465
Region IX				$17,500			
Region X					$30,004		$27,768
All Regions			$20,016	$19,549	$23,684	$22,971	$21,158
	(N=0)	(N=0)	(N=3)	(N=6)	(N=12)	(N=10)	(N=12)

Table 18

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Bereavement

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II		$13,608					
Region III							
Region IV							
Region V							
Region VI							
Region VII				$23,900			
Region VIII							
Region IX		$21,000					
Region X							
All Regions		$17,304		$23,900			
	(N=0)	(N=2)	(N=0)	(N=1)	(N=0)	(N=0)	(N=0)

Table 19

Compensation by Type of Program by Region

Position: Director of Nursing

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	2	$32,500		$33,000	2	$34,071		$47,341
Region II	8	$29,630	$30,336	$36,000	1	$27,000		$27,000
Region III	24	$26,612	$26,000	$42,536	2	$26,650		$29,100
Region IV	10	$24,855	$26,000	$28,366	6	$35,608	$39,520	$48,960
Region V	6	$24,882	$26,494	$32,000	2	$35,998		$41,995
Region VI	1	$25,150		$25,150	0	$0		$0
Region VII	5	$28,700	$30,000	$31,000	3	$28,707		$32,000
Region VIII	4	$30,665	$30,900	$36,016	1	$33,904		$33,904
Region IX	3	$26,540		$29,120	0	$0		$0
Region X	7	$33,624	$32,006	$38,667	1	$30,000		$30,000
All Regions	70	$27,784			18	$32,450		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	4	$33,285	$33,000	$47,341
Region II	9	$29,338	$30,336	$36,000
Region III	26	$26,615	$26,000	$42,536
Region IV	16	$28,888	$27,500	$48,960
Region V	8	$27,661	$27,500	$41,995
Region VI	1	$25,150		$25,150
Region VII	8	$28,703	$30,000	$32,000
Region VIII	5	$31,312	$30,900	$35,016
Region IX	3	$26,540		$29,120
Region X	8	$33,171	$32,006	$38,667
All Regions	88	$28,738		

(#) Number of hospices that responded to the survey.

Table 20

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Nursing

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I					$32,000	$33,000	
Region II				$23,500	$27,115		$34,918
Region III		$20,000	$23,306	$22,640	$28,010	$28,066	$31,369
Region IV			$22,497	$25,000	$24,048	$26,000	
Region V			$24,500	$29,247			$27,500
Region VI	$25,150						
Region VII		$30,000			$30,500		$29,000
Region VIII				$28,970	$35,016		$29,702
Region IX			$29,120	$24,000	$26,500		
Region X	$31,200		$29,120	$33,833	$34,591		
All Regions	$28,175	$25,000	$24,706	$25,942	$28,545	$28,640	$30,885
	(N=2)	(N=2)	(N=8)	(N=16)	(N=17)	(N=5)	(N=9)

Table 21

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Nursing

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$20,800			
Region II							
Region III			$29,100				
Region IV		$25,168			$25,000		$39,520
Region V				$30,000			
Region VI							
Region VII			$25,000				
Region VIII							$33,904
Region IX							
Region X						$30,000	
All Regions		$25,168	$27,050	$25,400	$25,000	$30,000	$36,712
	(N=0)	(N=1)	(N=2)	(N=2)	(N=1)	(N=1)	(N=2)

Table 22

Compensation by Type of Program by Region

Position: Director of Home Care Services

	Medicare Certified Hospices				Non-Medicare Certified Hospices			
Region	#	Mean	Median	High	#	Mean	Median	High
Region I	2	$29,800		$35,000	1	$20,800		$20,800
Region II	4	$28,392	$28,000	$33,124	2	$31,680		$35,360
Region III	4	$27,912	$29,120	$32,344	0	$0		$0
Region IV	5	$25,707	$28,000	$33,238	5	$35,844	$37,440	$43,000
Region V	1	$34,512		$34,512	1	$36,296		$36,296
Region VI	3	$32,595		$35,000	0	$0		$0
Region VII	0	$0		$0	0	$0		$0
Region VIII	1	$32,000		$32,000	1	$48,490		$48,490
Region IX	1	$41,600		$41,600	0	$0		$0
Region X	3	$35,139		$36,700	0	$0		$0
All Regions	24	$30,194			10	$34,816		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	3	$26,800		$35,000
Region II	6	$29,488	$28,000	$35,360
Region III	4	$27,912	$29,120	$32,344
Region IV	10	$30,775	$31,278	$43,000
Region V	2	$35,404		$36,296
Region VI	3	$32,595		$35,000
Region VII	0	$0		$0
Region VIII	2	$40,245		$48,490
Region IX	1	$41,600		$41,600
Region X	3	$35,139		$36,700
All Regions	34	$31,554		

(#) Number of hospices that responded to the survey.

Table 23

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Home Care Services

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I					$24,600	$35,000	
Region II					$22,990		$30,562
Region III				$25,225	$27,040		$32,344
Region IV					$25,133		
Region V			$34,512				
Region VI		$35,000	$32,786	$30,000			
Region VII							
Region VIII							
Region IX							
Region X							$36,270
All Regions		$35,000	$33,649	$27,612	$25,275	$35,000	$32,434
	(N=0)	(N=1)	(N=2)	(N=2)	(N=8)	(N=1)	(N=4)

Table 24

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Home Care Services

	Size of Budget						
Region	$0 to $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$20,800			
Region II				$28,000	$35,360		
Region III							
Region IV	$31,278				$28,000		
Region V							
Region VI							
Region VII							
Region VIII							$48,490
Region IX							
Region X							
All Regions	$31,278			$24,400	$31,680		$48,490
	(N=1)	(N=0)	(N=0)	(N=2)	(N=2)	(N=0)	(N=1)

Table 25

Compensation by Type of Program by Region

Position: Director of Inpatient Services

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospice #	Mean	Median	High
Region I	0	$0		$0	0	$0		$0
Region II	4	$27,884	$32,240	$33,000	0	$0		$0
Region III	2	$25,020		$27,627	0	$0		$0
Region IV	2	$28,080		$29,120	1	$23,000		$23,000
Region V	0	$0		$0	0	$0		$0
Region VI	0	$0		$0	0	$0		$0
Region VII	0	$0		$0	0	$0		$0
Region VIII	1	$33,000		$33,000	0	$0		$0
Region IX	1	$32,318		$32,318	0	$0		$0
Region X	0	$0		$0	0	$0		$0
All Regions	10	$28,305			1	$23,000		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	4	$27,884	$32,240	$33,000
Region III	2	$25,020		$27,627
Region IV	3	$26,387		$29,120
Region V	0	$0		$0
Region VI	0	$0		$0
Region VII	0	$0		$0
Region VIII	1	$33,000		$33,000
Region IX	1	$32,318		$32,318
Region X	0	$0		$0
All Regions	11	$27,823		

(#) Number of hospices that responded to the survey.

Table 26

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Inpatient Services

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II					$20,294	$26,000	$33,000
Region III				$22,412	$27,627		
Region IV		$27,040			$29,120		
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X							
All Regions		$27,040		$22,412	$25,680	$26,000	$33,000
	(N=0)	(N=1)	(N=0)	(N=1)	(N=3)	(N=1)	(N=1)

Table 27

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Inpatient Services

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV		$23,000					
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X							
All Regions		$23,000					
	(N=0)	(N=1)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)

Table 28

Compensation by Type of Program by Region

Position: Medical Director

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	0	$0		$0	0	$0		$0
Region II	3	$62,168	$58,000	$85,000	0	$0		$0
Region III	2	$69,080		$85,000	0	$0		$0
Region IV	2	$70,000		$80,000	0	$0		$0
Region V	0	$0		$0	0	$0		$0
Region VI	0	$0		$0	0	$0		$0
Region VII	0	$0		$0	0	$0		$0
Region VIII	0	$0		$0	0	$0		$0
Region IX	0	$0		$0	0	$0		$0
Region X	2	$50,268		$55,848	0	$0		$0
All Regions	9	$62,800			0			

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	3	$62,168	$43,503	$85,000
Region III	2	$69,080		$85,000
Region IV	2	$70,000		$80,000
Region V	0	$0		$0
Region VI	0	$0		$0
Region VII	0	$0		$0
Region VIII	0	$0		$0
Region IX	0	$0		$0
Region X	2	$50,268		$55,848
All Regions	9	$62,800		

(#) Number of hospices that responded to the survey.

Table 29

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Medical Director

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II					$58,000		$85,000
Region III							$85,000
Region IV							$80,000
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X					$44,688		$55,848
All Regions					$54,229		$76,462
	(N=0)	(N=0)	(N=0)	(N=0)	(N=3)	(N=0)	(N=4)

Table 30

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Medical Director

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV							
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X							
All Regions							
	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)

Table 31

Compensation by Type of Program by Region

Position: Director of Development

	Medicare Certified Programs				Non-Medicare Certified Hospice			
Region	#	Mean	Median	High	#	Mean	Median	High
Region I	2	$35,000		$37,500	0	$0		$0
Region II	6	$22,492	$24,450	$29,000	0	$0		$0
Region III	10	$31,839	$31,000	$61,215	0	$0		$0
Region IV	3	$30,633		$40,000	0	$0		$0
Region V	1	$20,000		$20,000	0	$0		$0
Region VI	0	$0		$0	0	$0		$0
Region VII	0	$0		$0	1	$11,500		$11,500
Region VIII	2	$17,908		$25,000	1	$33,540		$33,540
Region IX	1	$32,000		$32,000	1	$0		$0
Region X	2	$39,520		$54,080	0	$32,000		$32,000
All Regions	27	$28,966			3	$25,680		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	2	$35,000		$37,500
Region II	6	$22,492	$24,450	$29,000
Region III	10	$31,839	$31,000	$61,215
Region IV	3	$30,633		$40,000
Region V	1	$20,000		$20,000
Region VI	0	$0		$0
Region VII	1	$11,500		$11,500
Region VIII	3	$23,119		$33,540
Region IX	2	$32,000		$32,000
Region X	2	$37,013		$54,080
All Regions	30	$28,638		

(#) Number of hospices that responded to the survey.

Table 32

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Development

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I						$37,500	$32,500
Region II		$17,000			$23,150	$19,500	
Region III				$21,000	$22,992	$23,000	$35,899
Region IV				$27,400	$24,500		$40,000
Region V							$20,000
Region VI							
Region VII							
Region VIII				$10,816			$25,000
Region IX					$32,000		
Region X							$54,080
All Regions		$17,000		$19,738	$24,823	$26,666	$35,179
	(N=0)	(N=1)	(N=0)	(N=3)	(N=6)	(N=3)	(N=11)

Table 33

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Development

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV							
Region V							
Region VI							
Region VII	$11,500						
Region VIII							$33,540
Region IX							
Region X						$32,000	
All Regions	$11,500					$32,000	$33,540
	(N=1)	(N=0)	(N=0)	(N=0)	(N=0)	(N=1)	(N=1)

Table 34

Compensation by Type of Program by Region

Position: Director of Marketing

Medicare Certified Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	0	$0		$0
Region III	8	$24,760	$25,000	$35,000
Region IV	1	$16,380		$16,380
Region V	0	$0		$0
Region VI	2	$21,872		$28,000
Region VII	1	$23,000		$23,000
Region VIII	0	$0		$0
Region IX	0	$0		$0
Region X	1	$33,800		$33,800
All Regions	13	$24,231		

Non-Medicare Certified Hospice

#	Mean	Median	High
0	$0		$
0	$0		$
0	$0		$
0	$0		$
0	$0		$
0	$0		$
1	$11,500		$11,50
0	$0		$
0	$0		$
0	$0		$
1	$11,500		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	0	$0		$0
Region III	8	$24,760	$25,000	$35,000
Region IV	1	$16,380		$16,380
Region V	0	$0		$0
Region VI	2	$21,872		$28,000
Region VII	2	$17,250		$23,000
Region VIII	0	$0		$0
Region IX	0	$0		$0
Region X	1	$33,800		$33,800
All Regions	14	$23,322		

(#) Number of hospices that responded to the survey.

Table 35

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Director of Marketing

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III				$16,080	$21,000		$25,200
Region IV					$16,380		
Region V							
Region VI				$28,000		$15,744	
Region VII					$23,000		
Region VIII							
Region IX							
Region X							$33,800
All Regions				$22,040	$20,126	$15,744	$26,633
	(N=0)	(N=0)	(N=0)	(N=2)	(N=3)	(N=1)	(N=6)

Table 36

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Director of Marketing

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV							
Region V							
Region VI							
Region VII	$11,500						
Region VIII							
Region IX							
Region X							
All Regions	$11,500						
	(N=1)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)

Section III: Compensation of Hospice Interdisciplinary Team Members

Compensation of Hospice Patient Care Coordinator

Compensation of Home Care Nurse, RN

Compensation of Home Care Nurse, LPN

Compensation of Inpatient Care Nurse, RN

Compensation of Inpatient Care Nurse, LPN

Compensation of Chaplain

Compensation of Social Worker

Compensation of Hospice Physician

Table 37

Compensation by Type of Program by Region

Position: Patient Care Coordinator

Medicare Certified Hospices					Non-Medicare Certified Hospices			
Region	#	Mean	Median	High	#	Mean	Median	High
Region I	7	$35,930	$33,248	$38,240	3	$28,920		$39,187
Region II	31	$30,215	$30,000	$40,000	8	$32,439	$33,800	$40,500
Region III	43	$26,542	$26,004	$36,036	6	$25,294	$25,900	$29,120
Region IV	24	$27,554	$28,000	$33,500	10	$28,685	$27,040	$40,000
Region V	17	$26,319	$26,457	$36,600	2	$23,075		$25,350
Region VI	9	$28,284	$29,000	$37,440	5	$28,857	$30,000	$36,524
Region VII	24	$27,810	$28,000	$34,365	7	$24,844	$25,000	$30,347
Region VIII	0	$0		$0	1	$27,846		$27,846
Region IX	7	$26,049	$27,040	$32,838	3	$24,200		$28,600
Region X	12	$30,515	$30,000	$36,000	3	$27,000		$34,000
All Regions	174	$28,211			48	$27,722		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	10	$33,827	$33,248	$35,000
Region II	39	$30,671	$30,100	$40,500
Region III	49	$26,389	$26,000	$36,036
Region IV	34	$27,887	$27,898	$40,000
Region V	19	$25,978	$26,208	$36,600
Region VI	14	$28,489	$30,000	$37,440
Region VII	31	$27,140	$28,000	$34,365
Region VIII	1	$27,846		$27,846
Region IX	10	$25,494	$27,040	$32,838
Region X	15	$29,812	$29,588	$36,000
All Regions	222	$28,105		

(#) Number of hospices that responded to the survey.

Table 38

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Patient Care Coordinator

Region	Size of Budget						
	$25,000 $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$31,640		$35,000	$32,000
Region II	$30,000	$22,500	$26,000	$26,266	$32,156	$30,917	$27,789
Region III		$27,627	$24,889	$24,719	$25,379	$25,550	$29,931
Region IV		$24,000	$25,060	$28,788	$29,317	$25,000	$28,000
Region V	$18,300	$26,000	$22,816	$31,380	$28,166		$30,000
Region VI		$31,200		$27,900	$30,160	$24,456	$32,000
Region VII		$30,000	$26,542	$28,314	$29,220	$30,659	$26,000
Region VIII							
Region IX			$22,084	$27,750			
Region X				$29,000	$29,496	$33,852	$33,176
All Regions	$24,150	$26,993	$24,437	$27,875	$29,313	$28,816	$29,629
	(N=2)	(N=7)	(N=22)	(N=40)	(N=33)	(N=18)	(N=16)

Table 39

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Patient Care Coordinator

Region	Size of Budget						
	$0 to $24,999	$25,000 $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999
Region I			$23,786				
Region II			$25,000		$35,200		
Region III	$25,408		$25,900		$23,496		
Region IV	$32,968			$22,880	$25,060	$21,750	
Region V			$25,350				
Region VI	$14,400			$28,000	$36,524		
Region VII		$30,347	$23,300		$27,000		
Region VIII							
Region IX				$28,600			
Region X				$25,000	$34,000		$22,000
All Regions	$24,258	$30,347	$24,346	$26,120	$30,964	$21,750	$22,000
	(N=3)	(N=1)	(N=7)	(N=4)	(N=9)	(N=2)	(N=1)

Table 40

Compensation by Type of Program by Region

Position: Home Care Nurse, RN

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	9	$26,092	$27,040	$30,000	4	$26,808	$27,875	$39,187
Region II	30	$25,789	$27,000	$33,280	8	$28,391	$29,000	$40,248
Region III	46	$23,063	$22,880	$32,760	6	$24,575	$24,000	$27,040
Region IV	27	$23,519	$24,500	$28,348	8	$24,730	$25,000	$30,800
Region V	20	$22,968	$22,880	$29,120	5	$23,553	$23,000	$27,081
Region VI	11	$25,313	$27,000	$31,200	4	$29,241	$31,000	$31,845
Region VII	22	$24,363	$24,960	$28,363	6	$24,820	$25,000	$27,040
Region VIII	4	$26,187	$25,709	$31,200	1	$26,520		$26,520
Region IX	9	$25,061	$24,960	$30,000	1	$22,000		$22,000
Region X	16	$30,790	$30,784	$41,600	8	$31,770	$31,200	$39,520
All Regions	194	$24,748			51	$26,784		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	13	$26,312	$27,040	$39,187
Region II	38	$26,336	$27,295	$40,248
Region III	52	$23,237	$22,880	$32,760
Region IV	35	$23,796	$24,912	$30,800
Region V	25	$23,085	$22,880	$29,120
Region VI	15	$26,361	$27,000	$31,845
Region VII	28	$24,461	$25,000	$28,363
Region VIII	5	$26,254	$25,709	$31,200
Region IX	10	$24,755	$24,960	$30,000
Region X	24	$31,116	$31,000	$41,600
All Regions	245	$25,172		

(#) Number of hospices that responded to the survey.

Table 41

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Home Care Nurse, RN

	Size of Budget						
Region	$25,000 $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I		$22,880		$25,000	$25,960	$26,875	
Region II		$20,800	$24,000	$25,437	$25,527	$27,507	$25,898
Region III		$24,209	$23,124	$21,994	$22,516	$22,506	$22,742
Region IV			$22,038	$23,453	$23,220	$22,440	$25,000
Region V		$25,560	$20,696	$24,788	$23,781		$23,500
Region VI	$22,000	$27,040	$28,288	$24,528	$31,200	$22,320	
Region VII		$17,000	$23,699	$25,750	$24,937	$26,181	
Region VIII				$24,924	$24,960		
Region IX	$27,040		$23,691	$24,320	$25,650		
Region X			$31,250	$37,939	$29,981	$30,267	$34,666
All Regions	$24,520	$22,981	$23,300	$24,163	$24,946	$25,183	$25,452
	(N=2)	(N=8)	(N=26)	(N=47)	(N=42)	(N=20)	(N=18)

Table 42

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Home Care Nurse, RN

	Size of Budget						
Region	$0 to $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$18,720			
Region II				$27,094			
Region III	$22,171	$23,600	$23,640				
Region IV	$28,504	$22,233		$20,800	$25,000		
Region V		$21,684	$21,000	$25,000			
Region VI			$31,000	$30,482			
Region VII		$26,000		$24,000			
Region VIII							$26,520
Region IX		$22,000					
Region X		$31,200		$29,000	$39,520	$30,000	
All Regions	$26,393	$24,452	$25,213	$25,905	$32,260	$30,000	$26,520
	(N=3)	(N=6)	(N=3)	(N=12)	(N=2)	(N=1)	(N=1)

Table 43

Compensation by Type of Program by Region

Position: Home Care Nurse, LPN

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	2	$23,900		$27,000	2	$26,112		$29,224
Region II	4	$23,012	$23,000	$28,000	0	$0		$0
Region III	21	$17,226	$16,682	$20,800	1	$15,000		$15,000
Region IV	3	$16,313		$18,000	0	$0		$0
Region V	3	$16,097		$18,000	0	$0		$0
Region VI	1	$20,800		$20,800	0	$0		$0
Region VII	5	$16,472	$16,640	$17,000	2	$19,360		$20,000
Region VIII	1	$14,997		$14,997	0	$0		$0
Region IX	0	$0		$0	0	$0		$0
Region X	5	$18,776	$20,800	$20,800	1	$24,960		$24,960
All Regions	45	$18,019			6	$21,817		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	4	$25,006	$27,000	$29,224
Region II	4	$23,012	$23,000	$28,000
Region III	22	$17,124	$16,682	$20,800
Region IV	3	$16,313		$18,000
Region V	3	$16,097		$18,000
Region VI	1	$20,800		$20,800
Region VII	7	$17,297	$16,722	$20,000
Region VIII	1	$14,997		$14,997
Region IX	0	$0		$0
Region X	6	$19,807	$20,800	$24,960
All Regions	51	$18,466		

(#) Number of hospices that responded to the survey.

Table 44

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Home Care Nurse, LPN

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I		$20,800			$27,000		
Region II					$23,000	$23,500	$22,048
Region III			$16,307	$15,987	$18,973	$16,640	$15,200
Region IV					$15,470		$18,000
Region V				$13,650	$16,640		$18,000
Region VI					$20,800		
Region VII					$16,213	$16,861	
Region VIII				$14,997			
Region IX							
Region X							$20,800
All Regions		$20,800	$16,307	$15,511	$18,661	$19,472	$18,156
	(N=0)	(N=1)	(N=3)	(N=7)	(N=12)	(N=5)	(N=8)

Table 45

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Home Care Nurse, LPN

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III		$15,000					
Region IV							
Region V							
Region VI							
Region VII				$20,000			
Region VIII							
Region IX							
Region X							
All Regions		$15,000		$20,000			
	(N=0)	(N=1)	(N=0)	(N=1)	(N=0)	(N=0)	(N=0)

Table 46

Compensation by Type of Program by Region

Position: Inpatient Care Nurse, RN

	Medicare Certified Hospices				Non-Medicare Certified Hospices			
Region	#	Mean	Median	High	#	Mean	Median	High
Region I	0	$0		$0	0	$0		$0
Region II	5	$24,723	$24,960	$28,444	0	$0		$0
Region III	6	$24,193	$24,840	$25,000	0	$0		$0
Region IV	3	$20,598		$24,960	4	$28,155	$29,120	$30,000
Region V	0	$0		$0	0	$0		$0
Region VI	2	$30,600		$31,200	1	$31,000		$31,000
Region VII	2	$24,000		$24,000	2	$29,560		$30,000
Region VIII	1	$31,200		$31,200	0	$0		$0
Region IX	2	$30,020		$33,000	0	$0		$0
Region X	5	$32,557	$28,704	$41,600	1	$33,280		$33,280
All Regions	26	$26,684			8	$29,503		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	5	$24,723	$24,960	$28,444
Region III	6	$24,193	$24,840	$25,000
Region IV	7	$24,916	$25,000	$30,000
Region V	0	$0		$0
Region VI	3	$30,733		$31,200
Region VII	4	$26,780	$29,120	$30,000
Region VIII	1	$31,200		$31,200
Region IX	2	$30,020		$33,000
Region X	6	$32,677	$33,280	$41,600
All Regions	34	$27,347		

(#) Number of hospices that responded to the survey.

Table 47

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Inpatient Care Nurse, RN

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II					$19,810		$25,200
Region III					$23,786		$24,480
Region IV					$18,416		
Region V							
Region VI					$31,200		$30,000
Region VII					$24,000	$24,000	
Region VIII							
Region IX	$27,040				$33,000		
Region X					$28,704		$40,560
All Regions	$27,040				$24,490	$24,000	$30,068
	(N=1)	(N=0)	(N=0)	(N=0)	(N=10)	(N=1)	(N=7)

Table 48

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Inpatient Care Nurse, RN

	Size of Budget						
Region	$0 to $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV	$28,500				$25,000		
Region V							
Region VI				$31,000			
Region VII			$30,000				
Region VIII							
Region IX							
Region X							
All Regions	$28,500		$30,000	$31,000	$25,000		
	(N=1)	(N=0)	(N=1)	(N=1)	(N=1)	(N=0)	(N=0)

Table 49

Compensation by Type of Program by Region

Position: Inpatient Care Nurse, LPN

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	0	$0		$0	0	$0		$0
Region II	2	$18,400		$20,800	0	$0		$0
Region III	3	$16,445		$20,000	0	$0		$0
Region IV	1	$8,788		$8,788	0	$0		$0
Region V	0	$0		$0	0	$0		$0
Region VI	1	$20,800		$20,800	0	$0		$0
Region VII	2	$17,500		$18,000	1	$16,640		$16,640
Region VIII	0	$0		$0	0	$0		$0
Region IX	1	$18,720		$18,720	0	$0		$0
Region X	3	$20,200		$20,800	0	$0		$0
All Regions	13	$17,696			1	$16,640		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	2	$18,400		$20,800
Region III	3	$16,445		$20,000
Region IV	1	$8,788		$8,788
Region V	0	$0		$0
Region VI	1	$20,800		$20,800
Region VII	3	$17,213		$18,000
Region VIII	0	$0		$0
Region IX	1	$18,720		$18,720
Region X	3	$20,200		$20,800
All Regions	14	$17,620		

(#) Number of hospices that responded to the survey.

Table 50

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Inpatient Care Nurse, LPN

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							$16,000
Region II							$11,000
Region III					$20,000		
Region IV					$8,788		
Region V							
Region VI					$20,800		
Region VII					$18,000	$17,000	
Region VIII							
Region IX	$18,720						
Region X							$20,800
All Regions	$18,720				$16,897	$17,000	$17,150
	(N=1)	(N=0)	(N=0)	(N=0)	(N=4)	(N=1)	(N=4)

Table 51

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Inpatient Care Nurse, LPN

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV							
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X							
All Regions							
	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)

Table 52

Compensation by Type of Program by Region

Position: Chaplain

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	0	$0		$0	0	$0		$0
Region II	6	$25,823	$24,500	$37,440	0	$0		$0
Region III	14	$21,744	$22,000	$42,900	1	$22,880		$22,880
Region IV	1	$28,000		$28,000	2	$27,480		$30,000
Region V	5	$20,125	$20,000	$33,000	0	$0		$0
Region VI	1	$31,000		$31,000	1	$27,040		$27,040
Region VII	6	$26,602	$27,260	$28,100	0	$0		$0
Region VIII	0	$0		$0	0	$0		$0
Region IX	1	$24,220		$24,220	0	$0		$0
Region X	4	$28,133	$29,250	$35,620	0	$0		$0
All Regions	38	$24,088			4	$26,220		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	6	$25,823	$24,500	$37,440
Region III	15	$21,820	$22,000	$42,900
Region IV	3	$27,653		$30,000
Region V	5	$20,125	$20,000	$33,000
Region VI	2	$29,020		$31,000
Region VII	6	$26,602	$27,260	$28,100
Region VIII	0	$0		$0
Region IX	1	$24,220		$24,220
Region X	4	$28,133	$29,250	$35,620
All Regions	42	$24,291		

(#) Number of hospices that responded to the survey.

Table 53

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Chaplain

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II					$24,000	$27,750	$23,000
Region III				$18,750	$20,700	$17,440	$25,495
Region IV							$28,000
Region V			$24,624	$10,000	$13,000		$26,500
Region VI				$31,000			
Region VII				$27,040	$27,630	$24,605	
Region VIII							
Region IX				$24,220			
Region X			$24,960		$35,620		$29,250
All Regions			$24,792	$22,202	$24,182	$23,265	$26,020
	(N=0)	(N=0)	(N=2)	(N=5)	(N=7)	(N=6)	(N=11)

Table 54

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Chaplain

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV							
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X							
All Regions							
	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)

Table 55

Compensation by Type of Program by Region

Position: Social Worker

Region	Medicare Certified Hospices #	Mean	Median	High	Non-Medicare Certified Hospices #	Mean	Median	High
Region I	2	$27,520		$28,000	1	$36,837		$36,837
Region II	18	$23,880	$25,000	$30,000	6	$22,747	$26,000	$27,479
Region III	39	$21,020	$20,000	$39,000	4	$20,452	$20,800	$22,000
Region IV	14	$21,837	$22,880	$29,120	6	$24,407	$24,960	$32,000
Region V	13	$19,876	$20,384	$26,400	2	$20,541		$27,081
Region VI	6	$24,943	$26,000	$32,000	2	$27,810		$28,579
Region VII	11	$22,879	$23,000	$27,560	2	$17,750		$23,500
Region VIII	3	$20,278		$23,046	1	$23,920		$23,920
Region IX	4	$24,097	$26,000	$29,120	1	$21,000		$21,000
Region X	13	$29,743	$27,300	$39,520	4	$29,660	$30,160	$35,360
All Regions	123	$22,878			29	$24,046		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	3	$30,626		$36,837
Region II	24	$23,597	$25,000	$30,000
Region III	43	$20,967	$20,000	$39,000
Region IV	20	$22,608	$23,000	$32,000
Region V	15	$19,965	$20,384	$27,081
Region VI	8	$25,659	$26,000	$32,000
Region VII	13	$22,090	$23,000	$27,560
Region VIII	4	$21,188	$23,046	$23,920
Region IX	5	$23,478	$21,300	$29,120
Region X	17	$29,723	$29,120	$39,520
All Regions	152	$23,101		

(#) Number of hospices that responded to the survey.

Table 56

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Social Worker

	Size of Budget						
Region	$0 to $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I				$27,040	$28,000		
Region II				$20,750	$25,500	$24,466	$23,927
Region III			$20,704	$21,383	$21,795	$19,891	$21,374
Region IV				$21,619	$19,096	$18,000	$25,000
Region V			$18,906	$20,281	$21,632		$21,500
Region VI				$23,600		$20,856	$32,000
Region VII				$24,920	$21,886	$20,600	$17,000
Region VIII			$16,640		$21,147		$23,046
Region IX	$29,120			$19,968	$23,650		
Region X			$30,180	$35,089	$25,994		$32,586
All Regions	$29,120		$21,653	$22,359	$22,478	$21,606	$23,902
	(N=1)	(N=0)	(N=10)	(N=26)	(N=28)	(N=16)	(N=21)

Table 57

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Social Worker

	Size of Budget						
Region	$0 to $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II				$23,493			
Region III	$19,008	$22,000					
Region IV	$21,008			$17,475			
Region V			$14,000				
Region VI				$28,579			
Region VII				$23,500			
Region VIII							$23,920
Region IX		$21,000					
Region X					$35,360	$29,120	
All Regions	$20,008	$21,500	$14,000	$23,338	$35,360	$29,120	$23,920
	(N=2)	(N=2)	(N=1)	(N=6)	(N=1)	(N=1)	(N=1)

Table 58

Compensation by Type of Program by Region

Position: Hospice Physician

Region	Medicare Certified Programs #	Mean	Median	High	Non-Medicare Certified Hospice #	Mean	Median	High
Region I	0	$0		$0	0	$0		$0
Region II	0	$0		$0	0	$0		$0
Region III	0	$0		$0	0	$0		$0
Region IV	2	$33,400		$46,000	0	$0		$0
Region V	0	$0		$0	0	$0		$0
Region VI	0	$0		$0	0	$0		$0
Region VII	0	$0		$0	0	$0		$0
Region VIII	0	$0		$0	0	$0		$0
Region IX	0	$0		$0	0	$0		$0
Region X	0	$0		$0	0	$0		$0
All Regions	2	$33,400			0	$0		

Total for All Hospice Programs

Region	#	Mean	Median	High
Region I	0	$0		$0
Region II	0	$0		$0
Region III	0	$0		$0
Region IV	2	$33,400		$46,000
Region V	0	$0		$0
Region VI	0	$0		$0
Region VII	0	$0		$0
Region VIII	0	$0		$0
Region IX	0	$0		$0
Region X	0	$0		$0
All Regions	2	$33,400		

(#) Number of hospices that responded to the survey.

Table 59

Compensation for Medicare Certified Programs by Budget Size and Region

Position: Hospice Physician

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV			$20,800				
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X							
All Regions			$20,800				
	(N=0)	(N=0)	(N=1)	(N=0)	(N=0)	(N=0)	(N=0)

Table 60

Compensation for Non-Medicare Certified Pgm by Budget Size and Region

Position: Hospice Physician

	Size of Budget						
Region	$0 TO $49,999	$50,000 $99,999	$100,000 $199,999	$200,000 $499,999	$500,000 $999,999	$1,000,000 $1,499,999	$1,500,000 or More
Region I							
Region II							
Region III							
Region IV							
Region V							
Region VI							
Region VII							
Region VIII							
Region IX							
Region X							
All Regions							
	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)	(N=0)

Section IV: Fringe Benefits Paid

Paid Health Insurance for Employees

Paid Health Insurance for Employees' Families

Paid Disability Insurance for Employees

Paid Retirement Plan for Employees

Table 61

Fringe Benefit Paid to Employees

Type of Program: Medicare Certified Hospice

Type of Benefit: Paid Health Insurance

	for Employees				for Families			
Region	Yes	No	Considering	#	Yes	No	Considering	#
Region I	93%	7%	0%	14	57%	43%	0%	14
Region II	95%	5%	0%	58	55%	45%	0%	58
Region III	88%	7%	5%	72	32%	67%	1%	72
Region IV	88%	7%	5%	74	66%	32%	2%	74
Region V	69%	21%	10%	39	36%	51%	13%	39
Region VI	96%	4%	0%	27	70%	30%	0%	27
Region VII	76%	15%	9%	34	44%	50%	6%	34
Region VIII	82%	9%	9%	11	55%	45%	0%	11
Region IX	89%	11%	0%	19	42%	58%	0%	19
Region X	92%	4%	4%	25	64%	24%	12%	25
All Regions	87%	9%	4%	373	51%	46%	3%	373

Table 62

Fringe Benefit Paid to Employees

Type of Program: Non-Medicare Certified Hospice

Type of Benefit: Paid Health Insurance for Employees

Region	Yes	No	Considering	#	Yes	No	Considering	#
Region I	49%	49%	2%	35	31%	69%	0%	35
Region II	60%	31%	9%	35	43%	51%	6%	35
Region III	53%	42%	5%	43	26%	74%	0%	43
Region IV	52%	46%	2%	81	36%	63%	1%	81
Region V	47%	53%	0%	17	18%	82%	0%	17
Region VI	30%	65%	5%	46	26%	74%	0%	46
Region VII	35%	54%	11%	48	19%	77%	4%	48
Region VIII	44%	56%	0%	9	33%	67%	0%	9
Region IX	54%	42%	4%	24	29%	71%	0%	24
Region X	59%	35%	6%	51	25%	71%	4%	51
All Regions	48%	47%	5%	389	29%	69%	2%	389

Table 63

Fringe Benefit Paid to Employees

Type of Program: Medicare Certified Hospice

Type of Benefit:

Region	Disability Insurance				Life Insurance			
	Yes	No	Considering	#	Yes	No	Considering	#
Region I	36%	57%	7%	14	36%	57%	7%	14
Region II	60%	36%	4%	58	53%	43%	4%	58
Region III	31%	65%	4%	72	25%	71%	4%	72
Region IV	45%	53%	2%	74	50%	49%	1%	74
Region V	23%	72%	5%	39	36%	62%	2%	39
Region VI	44%	56%	0%	27	59%	41%	0%	27
Region VII	32%	59%	9%	34	41%	50%	9%	34
Region VIII	27%	73%	0%	11	36%	64%	0%	11
Region IX	37%	63%	0%	19	37%	63%	0%	19
Region X	60%	40%	0%	25	56%	44%	0%	25
All Regions	41%	56%	3%	373	43%	54%	3%	373

Table 64

Fringe Benefit Paid to Employees

Type of Program: Non-Medicare Certified Hospice

Type of Benefit:

Region	Disability Insurance				Life Insurance			
	Yes	No	Considering	#	Yes	No	Considering	#
Region I	23%	74%	3%	35	26%	71%	3%	35
Region II	37%	57%	6%	35	34%	60%	6%	35
Region III	23%	77%	0%	43	21%	77%	2%	43
Region IV	25%	73%	2%	81	26%	72%	2%	81
Region V	12%	88%	0%	17	6%	94%	0%	17
Region VI	26%	72%	2%	46	20%	78%	2%	46
Region VII	15%	79%	6%	48	13%	79%	8%	48
Region VIII	33%	67%	0%	9	33%	67%	0%	9
Region IX	21%	79%	0%	24	33%	67%	0%	24
Region X	33%	65%	2%	51	31%	69%	0%	51
All Regions	25%	73%	2%	389	24%	73%	3%	389

Table 65

Fringe Benefit Paid to Employees

Type of Program: Medicare Certified Hospice

Type of Benefit: Retirement Plan for Employees

Region	Yes	No	Considering	#	Yes	No	Considering	#
Region I	43%	43%	14%	14	57%	29%	14%	14
Region II	50%	40%	10%	58	60%	34%	6%	58
Region III	36%	49%	15%	72	44%	49%	7%	72
Region IV	49%	46%	5%	74	58%	39%	3%	74
Region V	44%	38%	18%	39	31%	59%	10%	39
Region VI	70%	30%	0%	27	78%	22%	0%	27
Region VII	38%	50%	12%	34	56%	38%	6%	34
Region VIII	27%	73%	0%	11	27%	73%	0%	11
Region IX	47%	42%	11%	19	58%	26%	0%	19
Region X	60%	32%	8%	25	60%	32%	8%	25
All Regions	46%	44%	10%	373	53%	40%	6%	373

Table 66

Fringe Benefit Paid to Employees

Type of Program: Non-Medicare Certified Hospice

Type of Benefit: Retirement Plan for Employees

Region	Yes	No	Considering	#	Yes	No	Considering	#
Region I	34%	60%	6%	35	26%	69%	5%	35
Region II	43%	49%	8%	35	40%	51%	9%	35
Region III	33%	63%	4%	43	28%	67%	5%	43
Region IV	35%	60%	5%	81	33%	64%	3%	81
Region V	29%	71%	0%	17	24%	76%	0%	17
Region VI	22%	78%	0%	46	26%	74%	0%	46
Region VII	19%	73%	8%	48	21%	73%	6%	48
Region VIII	33%	67%	0%	9	33%	67%	0%	9
Region IX	29%	71%	0%	24	33%	63%	0%	24
Region X	25%	63%	12%	51	29%	61%	10%	51
All Regions	30%	65%	5%	389	29%	66%	4%	389

NATIONAL HOSPICE ORGANIZATION
COMPENSATION SURVEY - 1989

INSTRUCTIONS: Please indicate current compensation for each position by pay period, and employee status. If your hospice does not have a particular position, then write N/A. If the duties of a particular position are combined with another position, then select the position with the most time spent.

State ____ Annual Revenue $_____ Hospice Medicare Certified ? Yes___ No___

Patients Admitted Per Year #_____ Total Paid Employees #____ Total Not Paid #____

Normal Hours of operation per week __ 40 hrs. __ 37.5 hrs. __ 35 hrs. __ 25 hrs.

POSITION	Current Compensation	Pay Period	Full Time Status
A. EXECUTIVE DIRECTOR	_____	___	___
B. PROGRAM DIRECTOR	_____	___	___
C. DIR. OF VOLUNTEERS	_____	___	___
D. DIR. OF SOCIAL SERVICES	_____	___	___
E. DIR. OF EDUCATION	_____	___	___
F. DIR. OF BEREAVEMENT	_____	___	___
G. DIR. OF NURSING	_____	___	___
H. DIR. OF DEVELOPMENT	_____	___	___
I. DIR. OF MARKETING	_____	___	___
J. PT. CARE COORDINATOR	_____	___	___
K. DIR. HOME CARE SERVICES	_____	___	___
L. DIR. INPATIENT SERVICES	_____	___	___
M. MEDICAL DIRECTOR	_____	___	___
N. HOSPICE PHYSICIAN	_____	___	___
O. HOME CARE NURSE RN	_____	___	___
P. HOME CARE NURSE LPN	_____	___	___
Q. INPATIENT NURSE RN	_____	___	___
R. INPATIENT NURSE LPN	_____	___	___
S. CHAPLAIN	_____	___	___
T. SOCIAL WORKER	_____	___	___

Pay Period
A = Annual
S = Semi-monthly
M = Monthly
B = Biweekly
W = Weekly
H = Hourly

Full Time Status
FP = Full Time Paid
FV = Full Time Volunteer
PP = Part Time Paid
PV = Part Time Volunteer
OT = Specify

Does your organization provide any of the following additional compensation:

	Yes	No	Under Consideration
Incentive or bonus compensation plan	___	___	___
Health Insurance	___	___	___
Health Ins. (Dependents)	___	___	___
Short Term Disability Ins.	___	___	___
Long Term Disability Ins.	___	___	___
Life Insurance	___	___	___
Retirement Plan	___	___	___
Tax Sheltered Annunity	___	___	___
_____	___	___	___

A. EXECUTIVE DIRECTOR: Chief operating officer. Responsible for overall supervision of program, finances, fundraising, board and community relations.

B. PROGRAM DIRECTOR: Responsible for overall coordination of program. Reports to supervisor outside of hospice program. Position usually found in hospital or large home health agency setting.

C. DIR. OF VOLUNTEERS: Supervises volunteer program.

D. DIR. OF SOCIAL SERVICES: Supervises social service department.

E. DIR. OF EDUCATION: Supervises staff and program of education internally and in community.

F. DIR. OF BEREAVEMENT: Supervises staff and program of bereavement.

G. DIR. OF NURSING: Coordinates all aspects of nursing care, including assessments, assignments, and supervision of nurses and aides.

H. DIR. OF DEVELOPMENT: Responsible for all fund-raising and fund development activities of the hospice program.

I. DIR. OF MARKETING: Responsible for maintaining adequate patient census, coordinates the admissions process, and manages relationships with physicians.

J. PT. CARE COORDINATOR: Coordinates all aspects of patient care.

K. DIR. OF HOME CARE SERVICES: Coordinates all aspects of home care services.

L. DIR. OF INPATIENT SERVICES: Coordinates all aspects of inpatient services.

M. MEDICAL DIRECTOR: Administrative position responsible for medical direction.

N. HOSPICE PHYSICIAN: Provides day to day hands on medical care to hospice patients.

O. HOME CARE NURSE: Provides skilled nursing care in the home.

Q. INPATIENT NURSE: Provides skilled nursing in an inpatient setting.

S. CHAPLAIN: Coordinates spiritual well-being and religious services to patient/families.

T. SOCIAL WORKER: Assists patient/family with psycho-social needs. Acts as advisor and advocate for patient/family.